

CASE STUDY

Achieving Alignment With CPTM for Training Teams



Training Industry Courses' [Certified Professional in Training Management \(CPTM™\)](#) program equips your learning and development (L&D) team with research-backed best practices of high-performing training organizations. By certifying your entire training team through the CPTM program, you will be one step closer to achieving team alignment with improved collaboration and productivity, so that you can deliver more effective corporate training solutions.

In this case study, we explore how an L&D leader, Cheryl Haga, CPTM, was able to strategically align her training team through the CPTM program.

Seeking a Shared Foundation

With roughly 20 years of experience under her belt, Cheryl Haga, CPTM, found herself leading a L&D team in her former role at a high-tech startup company when she found the CPTM program.

Like many training teams, hers included team members with varying levels of experience and areas of expertise. Some team members switched career paths and found themselves in L&D unexpectedly. Others had some form of higher-education that prepared them for a career in the field. This diversity of thought and experience offered a unique business advantage: Each team member brought different ideas and strengths to the table.

However, without a shared, foundational knowledge of best practices for delivering [great training](#), Haga found her team struggling to leverage these unique perspectives. In other words, they lacked a “common language” and, as a result, spent ample time (and energy) stuck in translation. For instance, when presenting a new idea or suggesting an iteration to an existing program, it “inevitably required a lot of conversation and discussion” to get the entire team up-to-speed on the proposed solution’s strategic importance. Thus, Haga says, her team members spent more time trying to understand “the why” behind strategic goals and initiatives than they did actually executing them.



We identified our expected results after the CPTM in terms of output and productivity. And then we were able to exceed those.”

Haga’s team had “bits and pieces” of the knowledge and expertise needed to deliver effective training, but she was searching for a solution to “connect all the dots.” She wanted to upskill and align her team so they could “make smarter decisions, and make them faster.”

With its comprehensive, [research-based curriculum](#) and status as a top-tier certification for training managers and professionals across the globe, CPTM seemed to offer just what Haga was searching for: **A solution that would provide her team with the shared foundation — and common language — it needed to thrive.**

Securing buy-in for professional development is a notorious challenge for learning leaders. However, Haga was fortunate to work for an organization that recognized it as a strategic business investment. Thus, she was able to secure buy-in to send her team through the CPTM program fairly easily. But she still needed to ensure that her team was prepared for the certification process and that she could demonstrate the program’s return on investment (ROI).

The Certification Process

There are [three key steps](#) to earning the CPTM credential. Let’s consider how Haga’s team approached each of these steps in more detail:



Step 1 | Completing the eLearning Modules

Consisting of ten interactive eLearning modules, the CPTM self-paced prework provides learners with a comprehensive overview of the [eight core process capabilities](#) needed to deliver great training. Haga allotted her team 13 weeks to complete the modules before the practicum and blocked time on their calendars to ensure they “had the time and space learn.”

In the weeks leading up to the practicum, Haga and her team discussed the curriculum during

team meetings as well as how it applied to their own organizational goals. These discussions helped everyone feel more comfortable with the curriculum and, as a result, feel more confident going into the practicum.

In advance of the practicum, Haga and her team also identified objectives and key results (OKRs) they wanted to achieve as a result of the program. This paid dividends when it came time to report the program’s ROI back to stakeholders.

Step 2 | Attending the Practicum

The CPTM practicum is a live, virtual instructor-led (VILT) experience delivered over the course of four six-hour days. Facilitated by an expert **instructor**, the practicum gives learners the opportunity to apply what they learned in the eLearning modules to their own team's real-world scenarios. **For learners going through the practicum as a team, this means they can workshop challenges in their own organization and leave the experience with actionable solutions.**

With a group of around nine learners, Haga's team went into the practicum with a few different business priorities and work projects to focus on. "That was really helpful, because we could ask questions and dive in and tease out things that I don't know we would have been able to do [otherwise]."

Although their facilitator couldn't be present for the entirety of these discussions, as Haga's team worked in a highly regulated industry with strict guidelines around confidentiality, it was helpful knowing that they had an experienced instructor who they could call in to explain key concepts and answer questions.

Haga also found the practicum helpful from a managerial perspective. **It showcased each team member's experience, knowledge and passions across different process capabilities**, which would help her better allocate projects and initiatives back on the job. For instance, she found that one entry-level team member "really shined" when talking about managing learning technologies, an area that not everyone on her team excelled in.



As the manager, I was really excited that I got to see where each one of my team members really excelled. And every single person had a strength in something that was very different from everybody else, which was amazing for a number of reasons. But it really showed the diversity of talent that you can have as a CPTM."

Step 3 | The Exam

The last step toward earning the CPTM credential is passing the exam. Consisting of 100 multiple-choice questions, learners have two-and-a-half hours to complete the exam with a score of at least 70% or higher to pass. Upon passing the exam, learners receive a digital badge and certificate validating their credential.

After completing the practicum, Haga's team took the exam right away, while the concepts were still fresh — a tactic she recommends for all aspiring CPTMs. After all of her team members passed the exam, Haga was set to put her certified training team's newfound skills and expertise to work.



As we were going through the practicum, we were always looking at it from the lens of an action of real-life projects or work programs that we needed to implement."

Benefits and Results

Team certification “definitely solved the original challenges that we were going in [to the program] with,” Haga says. After certifying her team, Haga found that they “were able to move more quickly” because everyone was operating from a common baseline of knowledge. Instead of spending time “getting everyone to the same foundation and then building on that,” she says, they could “just build.” In fact, **her team didn’t just reach the OKRs they set out to achieve by getting certified — they exceeded them**, making it easy for Haga to prove the program’s ROI to stakeholders.

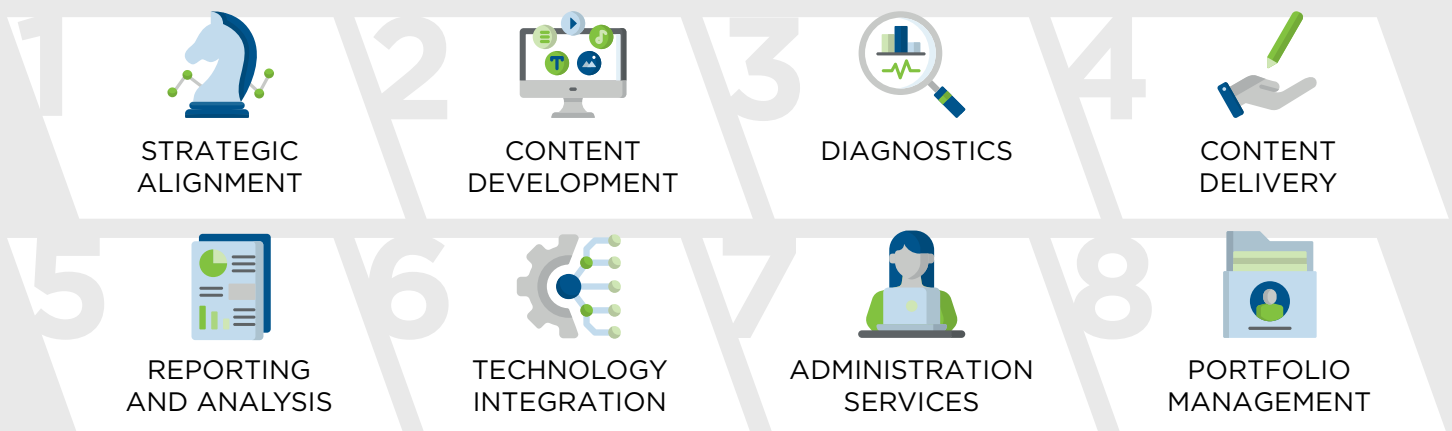
Getting certified as a group was also an unexpected team-building activity. Working together toward a common goal that was outside the confines of their daily roles “was huge,” Haga says. “We walked away as a much tighter team.”

On an individual level, Haga was able to immediately apply the program’s models and job aids in her role as a team lead. For instance, she used the [Training Manager Competency Model](#) and the [8 Process Capabilities of Great Training Organizations](#), outlined below, to assess team members’ strengths and weaknesses across each functional area. This allowed her to proactively identify and bridge skills gaps.

“

[The eight core process capabilities] are the different components of the people that I need. Who do I have right now? And where are my gaps? I’m not good at all of the capabilities either. So how do we get those? [The capability model] is hands down what I’m using on a very regular basis right now.”

Process Capabilities Model



Leading With Confidence

For Haga, the greatest benefit of earning the CPTM credential was the increased confidence that came with it.

Because strategic alignment isn't something that comes naturally to her (but is also the [most important process capability](#)), she took Training Industry Courses' [Strategic Planning Workshop](#) for a deeper dive into strategic alignment in advance of getting certified. This gave her the background she needed to get the most out of the certification experience and make connections between the concepts taught in both courses. Now, as a CPTM, **Haga says she is able to speak the language of L&D at a higher level and “represent the L&D community more confidently.”**

In the end, certifying your training team ensures that every team member has the skills, knowledge, tools and confidence they need to deliver great training. However, learning isn't a one-and-done process. To maximize your investment in CPTM for teams, encourage your team members to take advantage of the [CPTM alumni benefits](#), such as roundtables on trending topics and access to new job aids, tools and templates. In doing so, your training team will continue to evolve alongside industry-leading best practices so that your organization can do the same.



CHERYL HAGA, CPTM
Head of Training and Talent
Development at Cruise
Cruise

Cheryl Haga, CPTM, has spent her career creating forward-thinking learning programs that support strong communities and strategically aligned people and organizations. As a learning and development (L&D) leader, Cheryl guides dynamic training teams to create learning experiences that go beyond regular training and achieve quantifiable business results. Her experience has spanned industries from utilities to education to the non-profit sector, ultimately leading to her current position in the autonomous vehicle industry, where she leads technical training and performance support at Cruise.

The CPTM program has impacted thousands of L&D professionals' careers and the teams they are part of. Read the reviews of graduates to learn how the CPTM program has helped drive positive results for their training function.

[READ THE REVIEWS](#)



Why Certify Your L&D Team?

Did you know that organizations that employ certified training managers are four times more likely to be rated above average? Training Industry Courses offers discounts for groups of two or more, with your choice of either a public or private practicum. By certifying your team, you will:

- 1 | Equip your training personnel with the necessary language and tools to drive impactful business results.
- 2 | Align your training goals with the goals of the departments you support.
- 3 | Transform your L&D team into a high-performing training function.

Our professional development experts are dedicated to your team's successful application of the CPTM curriculum and will be your trusted resource before, during and after program delivery.

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